



# YEAR END REPORT

School  
Year  
2021-22



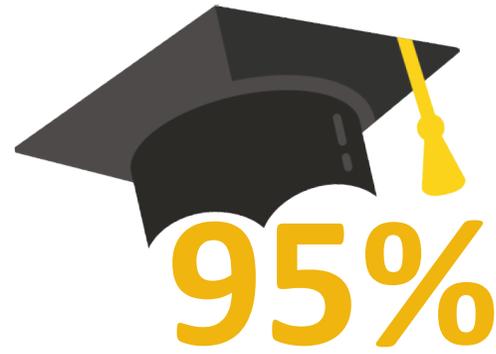
June 23, 2022



1,846 Graduates

Class of 2022

Preliminary estimate as of 6/21/22



Graduation Rate

For students in 3 comprehensive high schools

8% since 2009



94% On-Time Graduation Rate Highest Since 2008



- INCREASE IN
- Graduation Rates for Black and English Learner Students
  - Advanced Diplomas earned by English Learners

70% Earned Advanced Studies Diploma



82.5% completed College-Level Courses (AP/IB/Dual Enrollment)



99.4% CTE Completers 4-Year Graduation Rate



92% of graduates plan to continue to post-secondary education



45% of APS Graduates awarded \$67.5 MILLION IN SCHOLARSHIPS 25% increase over 2021



# ACCOLADES & HIGHLIGHTS



All schools fully accredited 6<sup>th</sup> year in a row



Challenge Index 2022 Ranked APS Top 1-2% in Nation



85% of APS teachers Have Master's Degrees



NICHE Virginia #2 in Best School Districts #1 in Best Places to Teach



APS Named one of Best Communities for Music Education (6<sup>th</sup> consecutive year)



APS students earned:  
• 1 NMSC scholarship  
• 21 NMSC semi-finalists



28 APS students accepted to Virginia music honors programs



SkillsUSA State Competition APS students earned:  
• 9 First Place  
• 7 Second Place



29 students accepted to Summer Residential Governor's School in Arts & World Languages



14 teachers earned National Board Certification



15 student winners from APS



Kenmore student wins 1<sup>st</sup> place



H-B Woodlawn student places 4<sup>th</sup> overall in Microbiology



NOVA Regional Science and Engineering Fair APS students earned:  
• 2 Grand Prize  
• 13 First Place  
• 14 Broadcom Masters nominations

Overall 220+ National Board Certified Teachers

Ranked 2<sup>nd</sup> in VA for Board Certified Teachers

8% at APS is twice state average



**SCHOOL BOARD PRIORITY 1:  
Ensure Student Well-Being and Academic Progress**



# Social-Emotional Learning Survey



12,800 Students = 65% Response rate

### Positive Feelings and Growth Mindset are a Strength of APS students!

#### Positive Feelings



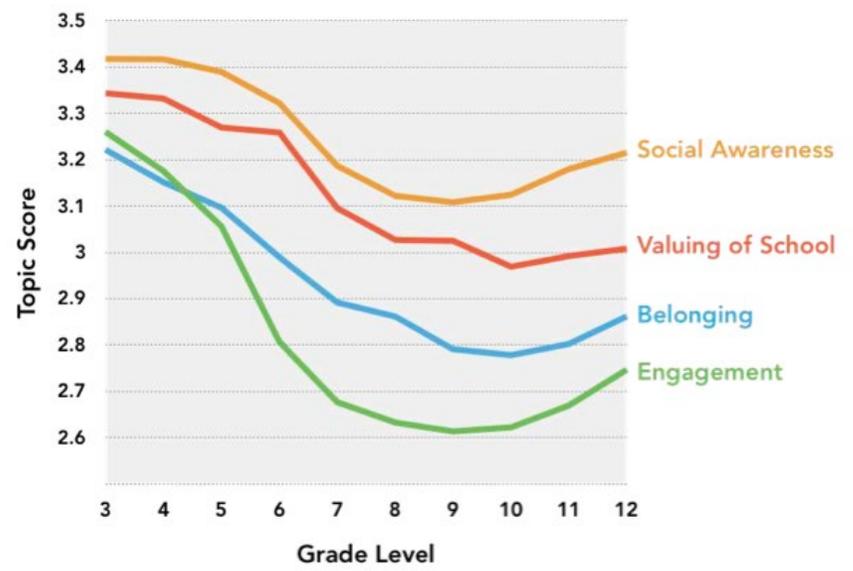
69% Grades 3-5  
58% Grades 6-12  
79<sup>th</sup> Percentile Nationwide

#### Growth Mindset



58% Grades 3-5  
50% Grades 6-12  
99<sup>th</sup> Percentile Nationwide (grades 3-5)

### How does SEL change by grade level?

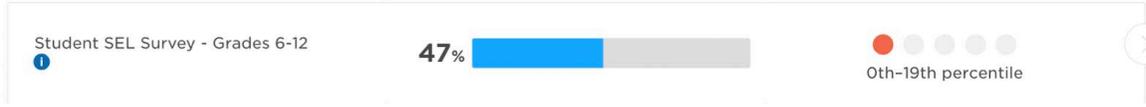


### APS SEL priorities for next year will focus on emotion regulation and self-efficacy.

#### Emotion Regulation

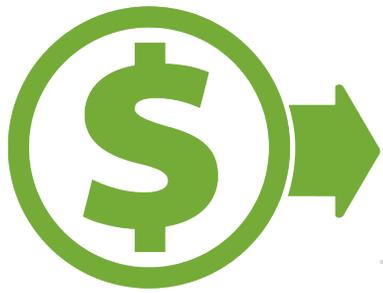


#### Self-Efficacy





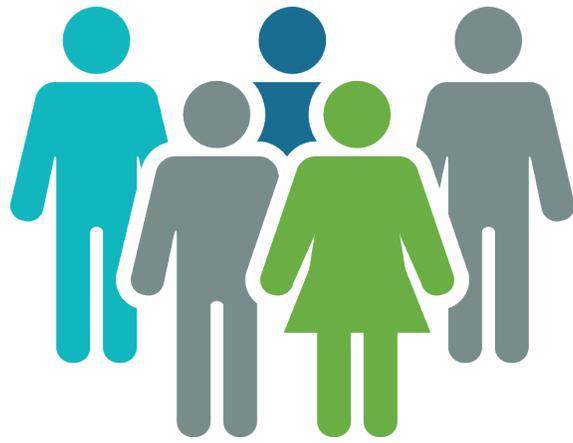
# Student Services



Secured **\$109,000** grant funding for ARP-Homeless Children and Youth



**\$314,000** Amazon Right Now Needs gift cards to APS families in need



**300 Student Services Staff** participated in the **PrePARE Crisis Prevention training** to gain the knowledge and skills necessary to meet the mental health needs of students and staff in the aftermath of a crisis.



**4 Equity and Social Justice trainings** provided to **200+ staff** on topics related to LGBTQ+, Transgender, Black Indigenous and People of Color (BIPOC), and Intergenerational Trauma



**Youth Mental Health First-Aid Training** provided to nearly **60 people**, including school staff and parents/guardians, teaching participants how to identify, understand and respond to signs of mental illness and substance use in youth.



# Continuing the Work: Student Well-Being



The student data collected this school year demonstrates the need for greater resources and stronger emphasis on student social-emotional learning and mental health support.

## Key areas of focus will be:

- Restructuring the Office of School Support and Student Services to expand and strengthen services across all areas
- Using data to identify and deliver targeted mental health support services to students who need it
- Expanding the use of the Panorama SEL universal screener survey
- Delivering quarterly progress reports to identify and address gaps across all student groups
- Establishing a systematic approach to integrating SEL, restorative practices and trauma sensitive practices into all aspects of instruction and professional development
- Planning Fall SEL Evaluation by the Collaborative for Academics, Social Emotional Learning (CASEL)





# Student Academic Progress

On March 25, APS launched an online dashboard that shows student progress in English Language Arts and Mathematics, beginning with the 2019-20 school year.

- Compiles academic data from the three primary division-wide assessments:
  - **Dynamic Indicators of Basic Early Literacy Skills (DIBELS) (Grades K-5):** Literacy screener used to determine student progress on early literacy skills, such as phonics, comprehension, fluency and other reading indicators.
  - **Reading Inventory (Grades 6-9):** Classroom-based, adaptive assessment to evaluate students' reading performance.
  - **Math Inventory 3.1 (Grades 2-8):** Classroom-based, computer-adaptive progress monitoring tool that measures math growth from Kindergarten through Algebra II.

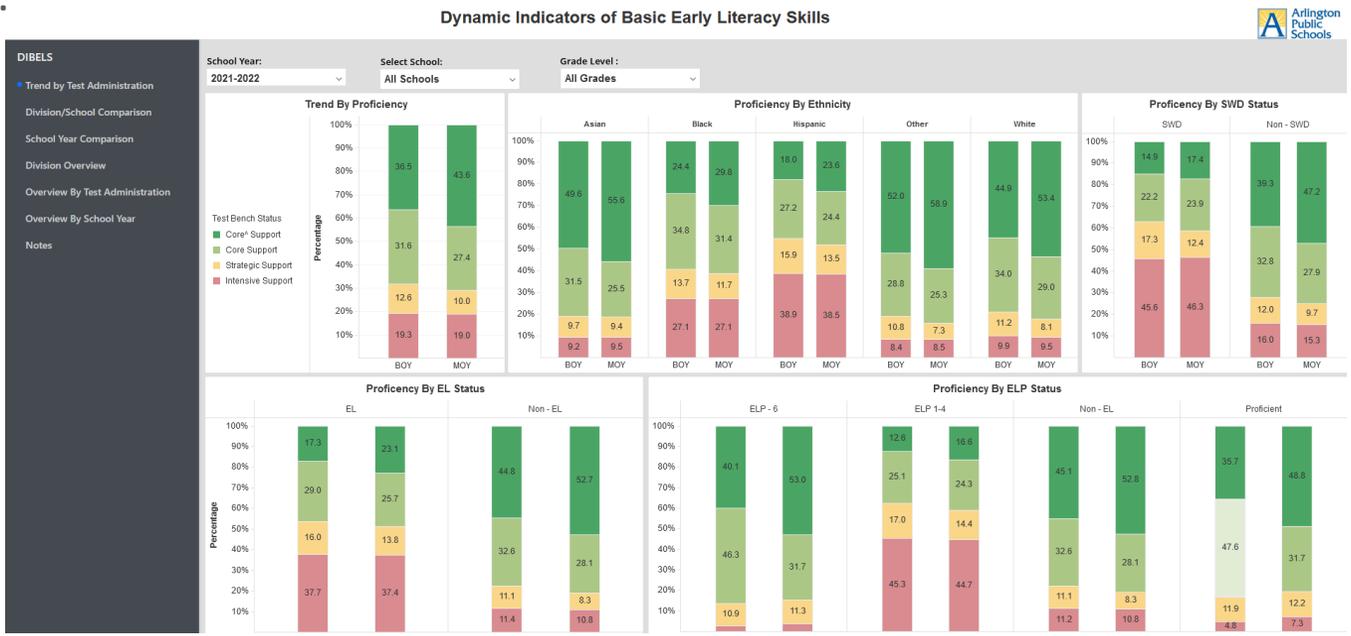






# DIBELS Takeaways

- Overall, students’ proficiency has improved from beginning of year (BOY) 2021 to Midyear (MOY) 2022 assessments.
- For the current school year, the percentage of K-2 students performing in the “at risk/intensive support” range **decreased** from the beginning of year assessments to midyear, while the percentage of students performing in the “negligible risk/extension” range **increased**.
- The percentage of English Learners who are proficient (former ELs) or EL 6 who require intensive support is less than their non-EL peers.
- Students not showing improvement by midyear and students in the “at risk” range receive an intervention plan to help them progress.





# Reading Inventory Takeaways

- Overall, proficiency has improved among students in grades 6-9 from Fall 2021 to Winter 2022 assessments.
- At middle school, the percentage of students performing in the “below basic” range **decreased**, and the percentage of students performing in the advanced range **increased** from beginning to midyear.
- This growth is also evident among the subgroups of grade 6-8 students (e.g. students with disabilities, English learners, and race/ethnicity).

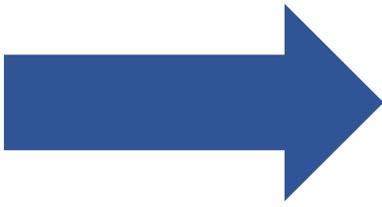




# Supporting Students in ELA



Identify students who need interventions



Implement individual intervention plans and monitor student progress.



- Targeted small-group structured literacy lessons
- Targeted small-group instruction using 95% Group interventions
- Orton Gillingham methods for explicit and systematic interventions
- Weekly usage in Lexia CORE-5 or PowerUp and additional small group instruction to target specific needs; includes usage of teacher resources and instructional materials provided by Lexia
- Targeted instruction provided through middle school Reading Strategies courses



# Mathematics Takeaways (Grades 2-8)

- On average, APS students demonstrated more than a half-year's worth of growth on the mid-year test, exceeding the annual growth goal.
- There was an overall improvement among students in grades 2-8.
- In every grade level, the percentage of students performing in the below basic range **decreased**, and the percentage of students performing in the advanced range **increased** during the midyear test.

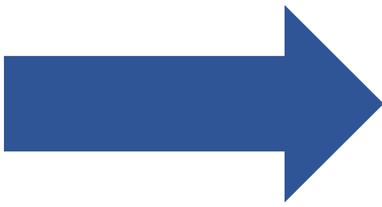




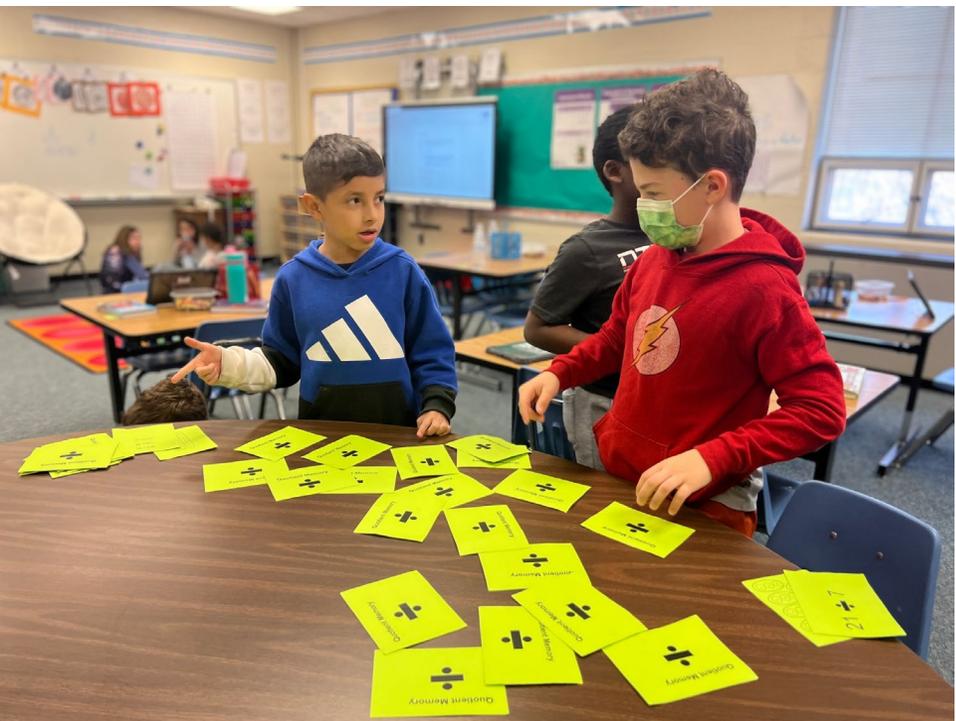
# Supporting Students in Mathematics



Identify students who need interventions



Implement individual intervention plans and monitor student progress.



- Targeted small-group instruction using research-based best practices that incorporate models, multiple representations, and/or other math supports
- Targeted small-group instruction using Do The Math
- Targeted lessons assigned in Dreambox and additional small-group or one-on-one instruction to target specific area(s) of need
- Targeted instruction provided through a middle school Math Strategies course and/or through small group instruction



# Other Academic Highlights

## ENGLISH LANGUAGE ARTS



**LETRS for Administrator** training for all elementary school administrators

**112 PL opportunities** provided to **4,668** staff



**New K-5 ELA Resources** including sustained PL **Grant funding** for Literacy Coaches

## SCIENCE



Science teachers receive **Bay Watershed Education Training Grant** from NOAA grant to support sustainability practices

## MATHEMATICS



**Collaborated** with Hampton City Public Schools to provide professional learning

Engaged in **book study** around modernizing mathematics



**New Math Resources** “Kindergarten – Algebra II” **Grant funding** for Math Interventionist

## Professional Development



- **EdTech:** CyberSecurity Training for all ITCs
- **EL:** 81 sheltered content instruction trainings provided to 470 secondary teachers
- **Gifted Services:** 2,433 Professional Learning sessions; 55 teachers completed the Gifted Services Coaching Cycle
- **Social Studies:** 37 staff attending summer training in inquiry-based practices
- **Special Education:** 9226 hours of professional learning; 2757 staff completed Accessibility 101 course

## WORLD LANGUAGES



**DLI Task Force** to strengthen Dual language Immersion; move to **Full Early Immersion**

New **ASL curriculum frameworks**



**New resources** funded for Spanish Language Arts, Spanish for Fluent Speakers, and French

## SOCIAL STUDIES



**Piloted** VDOE-developed performance tasks in World Geography & History to be used to award verified credits next year



Received funding for **social studies resources** K-3 & 6-7

## EARLY CHILDHOOD



**PALS scores** are **higher** in all areas over 2020-21

Pre-K enrollment trends **REBOUND** since 2019

## CAREER & TECH ED (CTE)



**626 more course enrollments** over 2020-21



# Continuing the Work: Academics



The student data collected this school year demonstrates the need to continue our support of all learners in literacy and numeracy, with a specific focus on our English Learners, Students with Disabilities, Black and Hispanic/Latino students.

## Key areas of focus will be:

- Provide more instructional staff and resources to advance literacy and math
  - Coaches and interventionists, as well as Student Support Coordinators and Behavior Specialists
- Deliver continuous enhancements to Tier 1 (core) instruction for all
- Expand professional learning to strengthen IEPs, improve instruction for ELs and enhance supports for all students
- Utilize and optimize new curriculum resources for Math and ELA to serve the needs of Students with Disabilities and English Learners (ELs)
- Evaluation of English Learner Strategic 5-Year Plan to ensure that ELs have meaningful access to the core curriculum





## **SCHOOL BOARD PRIORITY 2:**

**Advance 2018-24 Strategic Plan goals focusing on innovation and equity**





# Strategic Plan Tuning – Tuned Plan Effective July 1, 2022

- Tuned the 2018-24 Strategic Plan – changes are effective July 1, 2022
- Revised Strategic Planning System Policy and Tuning Process
- Tuning occurs every other year during the six-year period
- Refined the performance objectives and strategies to strengthen plan implementation and monitoring

**APS STRATEGIC PLAN • UPDATE JUNE 2022**

**OUR MISSION**  
To ensure all students learn and thrive in safe, healthy, and supportive learning environments

**OUR VISION**  
To be an inclusive community that empowers all students to foster their dreams, explore their possibilities, and create their futures

**OUR CORE VALUES**

- **Excellence:** Ensure all students receive an exemplary education that is academically challenging and meets their social and emotional needs.
- **Equity:** Eliminate opportunity gaps and achieve excellence by providing access to schools, resources, and learning opportunities according to each student's unique needs.
- **Inclusivity:** Strengthen our community by valuing people for who they are, nurturing our diversity, and embracing the contributions of all students, families, and staff.
- **Integrity:** Build trust by acting honestly, openly, ethically, and respectfully.

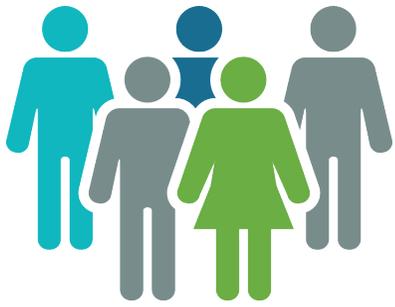
- **Collaboration:** Foster partnerships with families, community, and staff to support the success of our students.
- **Innovation:** Engage in forward-thinking to identify bold ideas that enable us to be responsive to the expectations of our organization and community while cultivating creativity, critical thinking, and resourcefulness in our students.
- **Stewardship:** Manage our resources to honor the community's investment in our schools; create safe, healthy, and environmentally sustainable learning environments; support civic and community engagement, and serve current and future generations.

STRATEGIES – How we will achieve our goals	PERFORMANCE OBJECTIVES – How we measure our progress
<p><b>STUDENT SUCCESS</b> Ensure that every student is challenged and engaged while providing multiple pathways for student success by broadening opportunities, building support systems and eliminating barriers. APS will eliminate opportunity gaps so all students achieve excellence.</p> <ol style="list-style-type: none"> <li>1) Embed the 5Cs (critical thinking, creative thinking, collaboration, communication, and citizenship skills) into curriculum and instruction.</li> <li>2) Deliver curriculum through innovative and relevant instruction that is differentiated to meet the diverse needs of each student.</li> <li>3) Provide learning opportunities in a variety of settings, times, and formats that include opportunities for students to align knowledge, skills, and personal interests with career and higher educational opportunities including internships and externships.</li> <li>4) Address unconscious racial bias by implementing implicit bias training throughout APS.</li> </ol>	<ol style="list-style-type: none"> <li>1) By 2024, APS will reduce opportunity gaps for all reporting groups on state assessments</li> <li>2) By 2024, all elementary and middle school students will annually demonstrate growth by a minimum of one level using district assessments and students performing at the advanced level will continue to perform at the advanced level.</li> </ol>
<p><b>STUDENT WELL-BEING</b> Create an environment that fosters the growth of the whole child. APS will nurture all students' intellectual, physical, mental, and social-emotional growth in healthy, safe, and supportive learning environments.</p> <ol style="list-style-type: none"> <li>1) Integrate culturally relevant concepts and practices into all levels of school interactions.</li> <li>2) Establish and promote a culture of physical, social, emotional, and mental health wellness.</li> <li>3) Implement an evidence-based curriculum that focuses on students' physical, social, emotional, and mental health needs.</li> <li>4) Ensure all students can identify at least one school-based adult who supports and encourages their academic and personal growth.</li> <li>5) Establish systematic, proactive, and positive strategies, interventions, and Restorative Justice practices that support student learning and well-being in all areas involving student conduct.</li> <li>6) Increase co-taught sections of courses and classes to support the inclusion of students.</li> </ol>	<ol style="list-style-type: none"> <li>1) Disproportionally in suspension rates by race/ethnicity, students identified with a disability, and English Learners will be annually reduced and overall suspensions will not increase.</li> <li>2) By 2024, at least 80% of students with disabilities will spend 80% or more of their school day in a general education setting.</li> <li>3) Key findings on the Your Voice Matters survey will show improvements in student social, emotional, and mental health.</li> </ol>
<p><b>ENGAGED WORKFORCE</b> Recruit, hire, and invest in a high-quality and diverse workforce to ensure APS is the place where talented individuals choose to work.</p> <ol style="list-style-type: none"> <li>1) Recruit, retain, and advance high-quality employees.</li> <li>2) Provide growth opportunities by implementing a competency-based professional learning and evaluation framework inclusive of all staff members.</li> <li>3) Grow and develop current and future high-quality leader/managers.</li> <li>4) Develop integrated approaches that promote employee health and wellness.</li> <li>5) Establish intentional and focused recruitment and retention efforts to bolster a diverse workforce.</li> <li>6) Ensure leader/managers have access to high-quality workforce data.</li> </ol>	<ol style="list-style-type: none"> <li>1) By 2024, at least 70% of APS staff will respond favorably that opportunities for professional learning meet their needs, as indicated on the Your Voice Matters survey.</li> <li>2) By 2024, APS staff will respond at the 75th percentile or better on staff engagement and climate, as indicated by the Your Voice Matters survey.</li> <li>3) By 2024, all staff participate in training that meets or exceeds industry standards for their position.</li> </ol>
<p><b>OPERATIONAL EXCELLENCE</b> Strengthen and improve system-wide operations to meet the needs of Arlington's growing and changing community.</p> <ol style="list-style-type: none"> <li>1) Manage available resources equitably.</li> <li>2) Provide high-performance learning and working environments that support Universal Design for Learning standards.</li> <li>3) Identify and redesign or eliminate inefficient services.</li> <li>4) Use long-term and systematic processes to ensure academics and operations are financially sustainable.</li> <li>5) Systematically improve the quality of organizational operations.</li> </ol>	<ol style="list-style-type: none"> <li>1) Organizational operations will continuously improve their effectiveness as measured by identified KPIs.</li> </ol>
<p><b>PARTNERSHIPS</b> Develop and support strong connections among schools, families, and the community to broaden opportunities for student learning, development, and growth.</p> <ol style="list-style-type: none"> <li>1) Provide training and resources for staff and families to create meaningful partnerships that support student success and well-being.</li> <li>2) Partner with local, state, and national businesses, organizations, and governments to support a variety of learning experiences.</li> <li>3) Partner with advisory committees, nonprofits, and other local organizations to strengthen engagement with all families and provide wrap-around services to students including healthcare, nutrition, academic and social and emotional supports.</li> <li>4) Build a comprehensive structure for defining strategic partnerships, setting expectations, monitoring performance, and measuring quality.</li> </ol>	<ol style="list-style-type: none"> <li>1) By 2024, at least 90% of APS families will respond favorably on student and family engagement on the Your Voice Matters survey results.</li> </ol>

Arlington Public Schools | [www.apsva.us/strategic-plan/](http://www.apsva.us/strategic-plan/) | 2110 Washington Blvd., Arlington, VA 22204 703-228-8000



# Diversity, Equity & Inclusion



**Equity Team Influencers**  
in every Elementary School; District-wide team redesign

Surveyed **1000+** parents about equity goals



**Community Conversations on Mental Health** meets monthly; averages 80 participants



First-ever **Equity Retreat** with School Board



**Mental Health Student Focus Groups** with 125 middle and high school students



**Equity PIP** Created to support Equity Policy



**80 hours** of one-on-one tutoring provided to students experiencing housing insecurity



**Summer Mailbox Books** keep Title I students reading all summer



# APS Equity Profile Dashboard

Arlington Public Schools | Office of Diversity, Equity & Inclusion | Select Language

Equity Profile | Dashboards | About | APS

### Equity Profile Dashboard

Student Demographics

Student Success

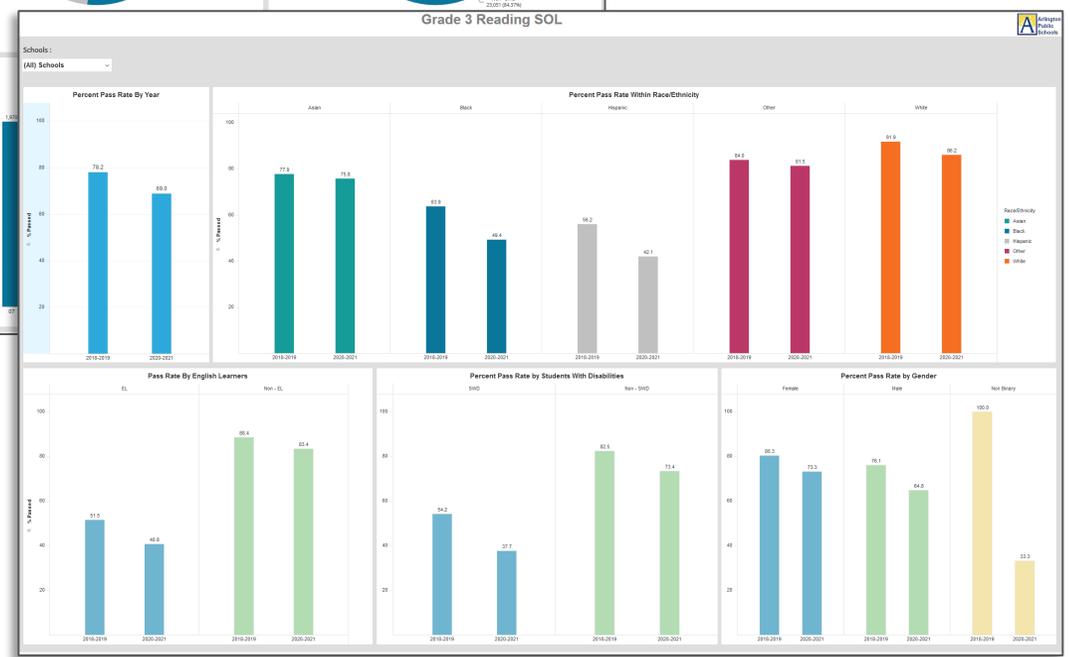
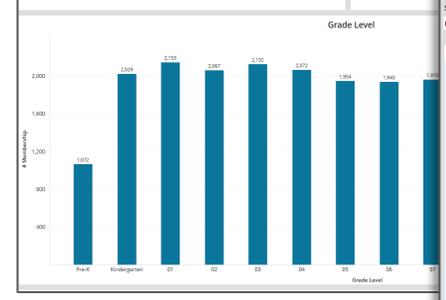
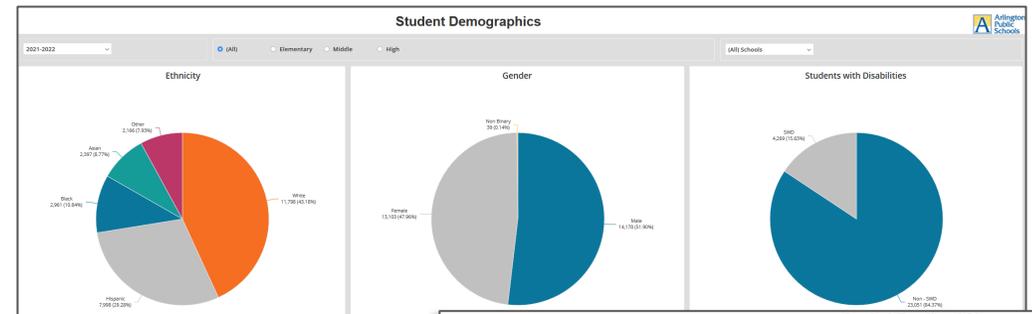
College & Career Readiness

Student Well-Being

School Climate

Engaged Workforce

*Launched June 10 – First ever for APS*  
 Using data to help identify gaps, take action, and create an APS experience where all students and staff can thrive



[equityprofile.apsva.us](http://equityprofile.apsva.us)



# Continuing the Work: Innovation and Equity



**APS is committed to meeting every child where they are by name and by need. The updated Strategic Plan and Equity Profile provide a framework and benchmarks for measuring progress and addressing barriers to success for all student groups.**

## **Key areas of focus will be:**

- Roll out the tuned Strategic Plan and report on progress at regular intervals and through monitoring reports
- Partner with Office of School Support to provide monthly equity-focused professional learning for Principals and template for all scales
- Complete the remaining sections of the Equity Profile to include more robust data
- Hold a series of community conversations and focus groups on equity and how the data is being used
- Report progress on an ongoing basis





## **SCHOOL BOARD PRIORITY 3:**

**Recruit, hire, and invest in a high-quality and diverse workforce**



# Compensation Study

## Compensation Study Goals:

- Remain competitive
- Provide steps to eligible employees

## Highlights and Recommendations:

- Provide missed step increases for eligible employees
- Eliminate longevity steps
- Increase total number steps for each grade
- Step increases to range between 3% to 4%
- Average 7.3% salary increase for FY23 on scales E, P, and T
- Average 9.8% salary increase for scales A, C, D, G, M, and X
- Support staff starting hourly rates to increase to no less than \$15.68/hour
- Bus drivers are ranked the highest amongst neighboring jurisdictions
- Starting rates for all scales ranked near the top when compared to neighboring jurisdictions





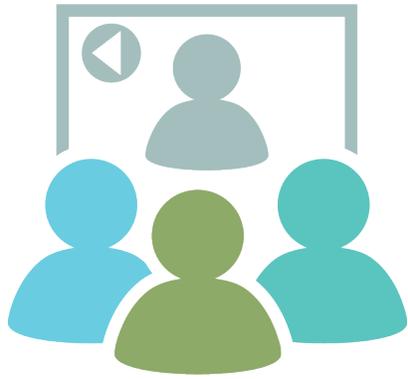
# Collective Bargaining



- School Board resolution to **allow collective bargaining** for three employee groups:
  - Licensed personnel
  - Support personnel
  - Administrative personnel
- Director, Labor Relations will guide the school division in negotiating:
  - Wages
  - Benefits
  - Terms and conditions of employment
- Planning FY2023; Implementation FY2024



# Hiring & Retention



**BASE Camp for new Teachers**

- Supported over **236** new teachers
- **84** mentors trained to support
- **96** new teachers paired with teachers and coaches through VA-funded grant with JMU
- **94% approval rating** for BASE camp



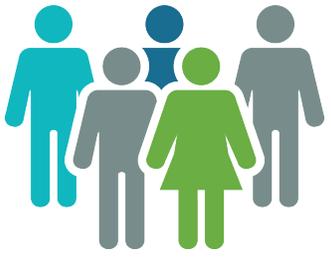
- HR staff attended **49 recruitment events**
- **2 Support Staff Job Fairs** yielded 81 applicants and **43 new hires**
- **3 Teacher Job Fairs** yielded 1,000+ applicants, 280 interviews, **71 new hires so far**



**Earlier Staffing:** Announced vacancies on April 1, 2022 to compete with regional partners

**Early contracts-** by May 6:

- 111 contracts offered
- 71 accepted



Onboarded **75+** substitutes per month



**136 retirees** served an average of 25.4 years in education



**First Employee Transfer Fair**  
**400+** staff interviewed for vacancies





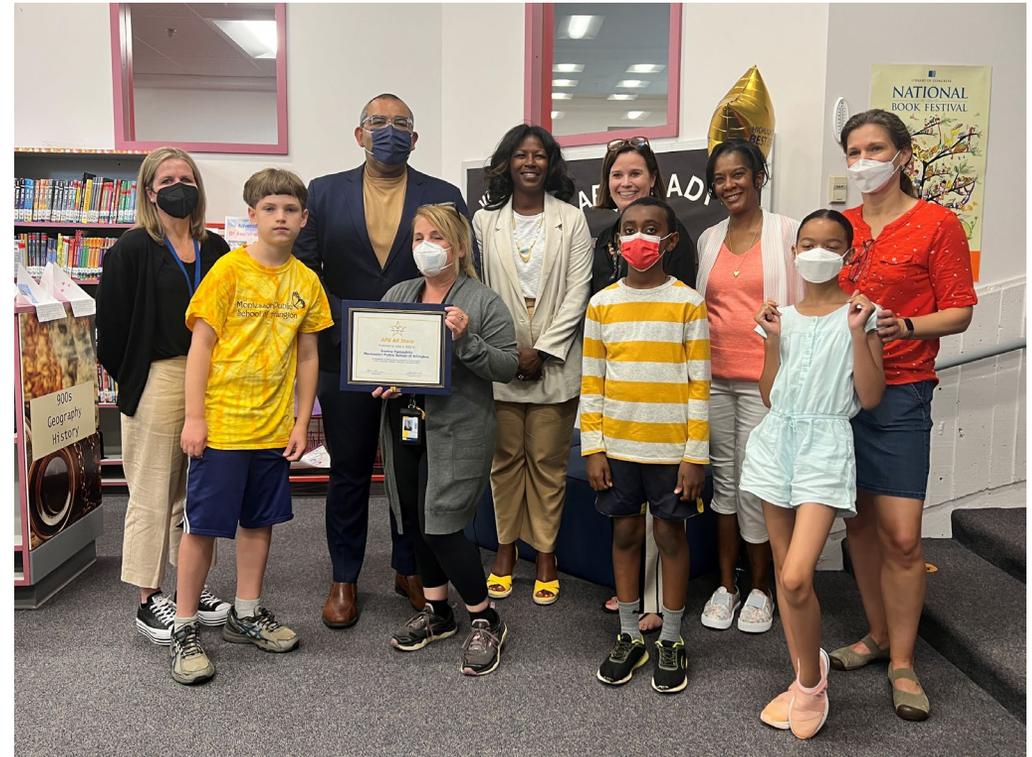
# Continuing the Work: Investing in Employees



APS will continue working to ensure employees feel valued, heard and well-compensated, and providing opportunities for employees to have a voice in their compensation, benefits, and other areas most important to them.

## Key areas of focus will be:

- Maintain compensation as a key priority, building on findings of the compensation study to ensure APS remains competitive and retains high quality staff
- Begin the collective bargaining process
- Provide more robust training and offer a wider array of professional learning opportunities for all staff





**SCHOOL BOARD PRIORITY 4:**  
Improve operational efficiency



# Improving Facilities and Transportation



- **3 electric school buses** by Fall 2022
- **4 charging stations** will be installed June 2022
- **10+ buses** removed to lessen carbon footprint
- **“Where’s the Bus” app** rollout for 2022-23
- New routes to align with new bell times



## Aquatics

New swim and fitness schools increased rental revenue by **8%**

**Full return** to community swim and high school athletics



Completed **59 MC/MM level projects**

- Playgrounds
- repainting and reflooring schools
- large HVAC component upgrades
- field improvements
- lighting upgrades
- Wakefield High School HVAC



- Solar Array installation at Abingdon Elementary completed
- Total APS Solar PV Capacity is 2.65 MWDC at 8 schools
- Install two more PV arrays at Cardinal and Jefferson in 2022-23



# Improving Operational Efficiency

Comprehensive study of start/end times held February-April 2022



- Decrease in bus route tiers from **eight to five**
- Addition of up to **10 minutes** of instructional time to all levels
- Bell schedules will allow for instructional day to end by 3:50 pm,
- Cost savings of approximately **\$1.9 million** through fewer drivers and attendant FTEs



# Investing in the Future: Career Center Renovation

The renovated Arlington Career Center:

- Opens new school facility by Dec. 2025, parking garage and field by April 2027
- Provides facility on par with other APS high school facilities
- Expands curricular offerings not currently available to full-time ACC students
- Doubles career and technical classes for students enrolled at other high schools - 300 seats offered, three times per day = 900 total
- Allows for growth of the Arlington Tech program
- Funding - \$174.62 million





# Prioritizing Safety and Security



## SAFETY

- **45 Work Orders** reviewed and addressed
- **69 AEDs** inspected and certified for operation
- Transitioned to **School Safety Coordinators** (34) to comply with Department of Criminal Justice Services certification requirements
- **Corrected 106 deficiencies** for the fire alarm and sprinkler systems



## SECURITY

- Completed **4,235 work requests** ranging from key requests, public address system repairs, door/hardware changes, and OneCard access requests
- Upgraded **building alarm systems** to APS OneCard
- Reviewed over **193 hours of video** footage for reasonable suspicion of behavior and policy violations

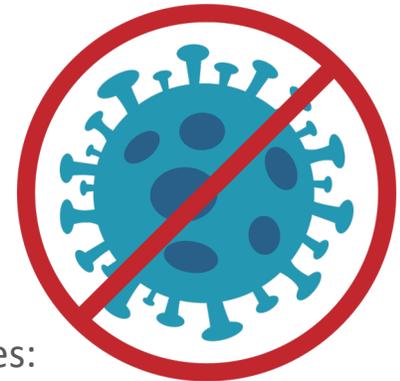
## RISK

- Achieved the **lowest manual determination rate** in entire VACORP pool at 0.63
- Completed **28** serious vehicle accident, **3** general liability and **15** serious worker injury investigations
- Reviewed **14** unusual field trip requests and **42** contracts



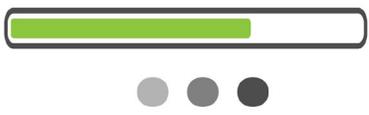
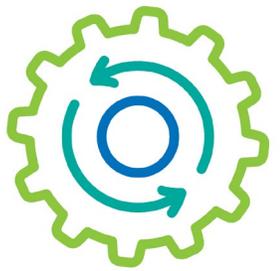
## EMERGENCY

- Distributed over **250,000 rapid tests** to students and employees
- Managed **6,065** student and **1,492** employee cases
- Approved for over **\$7 million** in FEMA reimbursement to date
- Distributed COVID mitigation supplies:
  - 535,500 masks
  - 30,000 Disinfecting wipes
  - 5,000 Gallons of hand sanitizer





# Improving Information Services



Implemented **online absence reporting** in ParentVUE



Processed **38,000 service requests** with **96%** customer satisfaction rate

## UPGRADES AND IMPROVEMENTS

- Completed Discovery Phase for ERP platform upgrade
- Transitioned the Synergy Student Information System (SIS) to a more secure environment
- Increased Internet service capacity
- Upgraded the authentication system
- Upgraded the wireless network
- Prepared for core router upgrade
- Upgraded telephone system to provide reliable access to emergency services
- Increased staff cybersecurity awareness



- Configured and distributed **15,000+ new devices**
- Upgraded or repaired over **8,000 student devices**



MASTERY CONNECT

Implemented **Mastery Connect** assessment platform

Continued to provide **equitable internet access** to over **1300 families**



- Received **\$3.6M federal technology resource grant**
- Lowered annual Oracle subscription fee for Cloud software



# Continuing the Work



Keeping our schools safe and secure and improving operations remain priorities for the upcoming school year, as APS invests in technology and facilities enhancements and continues division-wide emergency training and drills.

## Key areas of focus will be:

- Continue to enhance school safety and security, and provide training on safety plans, emergency response and community notification procedures
- Implement new bell schedules determined during the bell study
- Roll out new transportation notification tool – Where's the Bus







# Congratulations to the Class of 2022





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